

ROUTING AND RECORD SHEET

SUBJECT: (Optional)				
FROM: Director of Medical Services 1D4061 Hqs.		EXTENSION	NO. DD/A Registry 81-8410X	DATE 6 November 1987
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. EXA/ DDA	NOV 8 1987	NOV 8 1987	CD	<p>Attached is a draft Employee Bulletin that addresses the findings of the Employee Satisfaction Survey. This is our fifth revision, and HRMCTF wants it cut down (prior versions were deemed too long!). I thought you might like to see this as an Executive Summary of the 1 1/4" report that we also sent to the Task Force. I don't know what the Bulletin actually will look like when it hits the streets.</p> <p>Gary E. Foster</p> <p>Attachment</p> <p>1-2+3 HRMCTF, I believe, is correct in wanting an even shorter version. (1 1/2-2 pgs. ultimatum)</p> <p>DD/A REGISTRY FILE: 30-4-1</p>
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The Human Resource Management and Compensation Task Force and the Office of Medical Services

JOB SATISFACTION IN THE CENTRAL INTELLIGENCE AGENCY

Earlier this year you had the opportunity to respond to the 1987 Employee Satisfaction Survey (ESS) that was prepared by the Office of Medical Services in support of the Human Resource Management and Compensation Task Force (HRM&CTF). The questionnaire consisted of four sections. Section I asked you to rate the importance of sixteen general job factors, and Section III asked your level of satisfaction with each characteristic. Section II contained a number of statements related to various job related issues, and you were requested to indicate how much you agreed or disagreed with each item. Section IV contained questions related to Pay Schedule, Grade, Age, etc. Both Headquarters area and Field responses have been analyzed, and we wanted to provide you with feedback on the highlights of this survey.

Figure 1 shows average responses to Sections I and III of the questionnaire for the total Agency response (51 percent of all Agency employees completed and returned the survey). In this figure the letter "I" represents importance, "S" represents satisfaction, and "B" indicates that both I and S averages were the same. The job characteristics are ordered on the basis of average levels of importance. As you can see in this figure, the most important work issue was "A sense of accomplishment" while the least important was "A reasonable work load."

The areas reflecting relatively high levels of satisfaction included:

- a. Interaction with co-workers.
- b. Challenging and interesting work.
- c. A sense of accomplishment.
- d. Your supervisor's competence.
- e. The way your supervisor treats you.

As a group, you were not "dissatisfied" with any of the characteristics that were measured. Even so, it is important to note the differences between the I and S scores. Where a job characteristic was rated as being "Extremely important" but you were only "Somewhat satisfied," a need is not being met. Some researchers would call this difference "dissatisfaction." Using this definition, the areas of greatest relative dissatisfaction were related to:

- a. Fair assessment of job performance.
- b. Chances for promotion.
- c. Salary and benefits.
- d. Recognition for good performance.
- e. Management-employee communications.
- f. The feedback you receive for your work.
- g. A career development system.

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Location

Agency employees assigned to overseas locations were generally more satisfied with a variety of job concepts than were employees assigned to the Washington metropolitan area. As might be expected, employees assigned to foreign posts reported less satisfaction with "Classroom and on-the-job training" than did other respondents.

Supervisory Responsibility

Not surprisingly, Agency supervisors tended to report higher levels of satisfaction and lower levels of importance than did non-supervisory respondents.

Sex

Men reported higher levels of satisfaction with five job concepts. These included:

- A sense of accomplishment
- Challenging and interesting work
- Your chances for promotion
- Feeling that you are a part of the Agency
- A reasonable work load

Women also reported higher levels of satisfaction with five concepts.

- Fair assessment of job performance
- The feedback you receive for your work
- Interaction with your co-workers
- A career development system
- The classroom and on-the-job training you receive

Male and female employees reported equal levels of satisfaction with the other job factors. Women expressed higher levels of importance for thirteen major job factors. There were no differences in responding with the remaining three job dimensions.

Directorate and Office

In the survey we asked that you indicate the Office, Division, or Staff to which you were assigned. To illustrate differences in results with different Agency components we computed a score that was based on the level of importance and satisfaction averaged across the sixteen job concepts. Figure 3 shows average I and S scores for components in each of the four Directorates as well as the DCI Area. Within each Directorate the order is based upon increasing relative dissatisfaction. For example, the Office in the Directorate of Intelligence showing the greatest similarity between overall importance and overall satisfaction was the Office of Information Resources.

Occupation

We also requested that you indicate your occupation. Figure 4 shows average levels of importance and satisfaction for each of the occupations that were included in the survey. As in Figure 3, the occupations are ordered on the basis of increasing relative dissatisfaction.

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OTHER HIGHLIGHTS

- * Virtually all Agency employees (males and females, supervisors and non-supervisors, from the GS-5 to the SIS grade level) responded similarly to the item "How important is a sense of job accomplishment?" It is very important to each of you.
- * Although as a group you were undecided as to whether "Management fails to explain adequately the reasons for its actions," you tended to agree with the statement "I can make my ideas known to management."
- * Both the most satisfied and least satisfied Agency employees strongly agreed with the statements "I really care about the future of the Agency" and "I am willing to put in a great deal of effort beyond that normally expected in order to help the Agency be successful."
- * Both supervisors and non-supervisors strongly agreed with the statement "There should be a way for employees to continue to advance in the Agency without getting into management."
- * Respondents in most Agency occupations expressed relatively low levels of dissatisfaction with the concept of "A reasonable work load."
- * You enjoy a good deal of autonomy in the way you perform your work. You clearly agreed with the statement "My supervisor allows me to make my own decisions on how I do my work."
- * You are also learning quite a bit while on the job. You tended to agree with the statement "I have experienced a definite growth in skills in my current job."
- * Even the most satisfied employees were not sure that the current promotion system helps the best people rise to the top.
- * As a group, you weren't sure that you understood how the career panel system works.
- * Both satisfied and dissatisfied employees tended to be undecided when asked if performance ratings and actual job performance were related.
- * According to your responses, supervisors clearly tend to point out mistakes, but they rarely praise good work.
- * To no one's surprise:
 - You tended to believe that you were underpaid.
 - You were typically not bored by your work.
 - You were clearly not under-worked.
 - You successfully completed projects (or parts of projects) every week.

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COMMUNICATIONS OFFICERS AND SECRETARIES

As many of you know, Telecommunications Officers and Secretaries were converted to a "banding pay schedule" in 1986. We were interested in finding out if employees on the TCO-TCM or IS pay schedules expressed different levels of satisfaction than other GS employees.

- * It was very clear that Telecommunications Officers assigned to locations outside the Washington metropolitan area expressed higher levels of satisfaction with virtually every job factor than did other TCO-TCM employees.
- * Office of Communications personnel on the banding pay schedule reported higher levels of satisfaction (compared to GS employees) with concepts related to chances for promotion, salary and benefits, career development, and training.
- * This group also tended to agree more than other Agency employees with items such as "Criteria for promotions are clearly defined," "My Office has an active career development system," "People are rewarded in proportion to the excellence of their job performance," and "Performance is evaluated against agreed upon goals and standards."
- * Although Agency secretaries reported that they were not being challenged by the work they do, they were more satisfied with many of the major job factors than were other Agency respondents.
- * Secretaries were particularly satisfied with the general area of supervision.
- * Respondents on the Intelligence Secretary pay schedule reported generally lower levels of job satisfaction compared to their perceptions in the Fall of 1986. This somewhat surprising finding may have been due to the very short period of time between the Secretarial Survey and the Employee Satisfaction Survey, a time of uncertainty and anxiety among Agency secretaries following the implementation of the Secretarial Career System.

We thank you for your help in assessing job satisfaction in the Agency and for your patience while we analyzed the total Agency response. We will be distributing the ESS periodically and count on your continued cooperation.


Chairman, HRM&CTF

Gary E. Foster
Director of Medical Services

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